United Nations DP/DCP/GUY/3

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
8 July 2016

Original: English

Second regular session 2016
6-9 September 2016, New York
Item 3 of the provisional agenda
Country programmes and related matters

Country programme document for Guyana (2017-2021)

Contents

Chapter		*Page*
I.	Programme rationale	2
II.	Programme priorities and partnerships	4
III.	Programme and risk management	7
IV.	Monitoring and evaluation	9
Annex		
	Results and resources framework for Guyana (2017-2021)	10

16-11984 (E) 190716

Please recycle

I. Programme rationale

1. Guyana advanced to lower-middle-income status and recorded an annual average growth rate of about 5 per cent over the past decade. Its Human Development Index (HDI) of 0.636 places it 124th out of 188 countries (2014). Economic activities are concentrated in services (>50 per cent of real gross domestic product (GDP)), agriculture (22.8 per cent) and mining (10.6 per cent). Agricultural activities are concentrated in the non-forested low-lying coastal plains, and mining in the vast biodiverse, forested hinterland (>80 per cent of intact forests). In addition to its significant ecological wealth,[1] Guyana is mineral and oil rich. Recent discovery of offshore oil in significant quantities has the potential to increase GDP tenfold.

2. Guyana is facing challenges in translating its natural capital into significant poverty reduction and overall human development. Some pockets of poverty still exist, along gender and ethnic/geographical lines: 7.8 per cent of the population was classified as multidimensional poor, 18.8 per cent was near the line of multidimensional poverty and 1.2 per cent lived in severe poverty (*Human Development Report* (HDR) 2015). The Inequality-adjusted HDI is 0.520, a loss of 18.2 per cent in the distribution of the HDI dimension indices.

3. The underlying causes of poverty and inequality are skewed access to quality basic services, lack of employment opportunities, poor management of natural resources and weak governance structures. Amerindians, female-headed households and children remain the most vulnerable to poverty and insecurity. The 2011 Guyana Poverty Reduction Strategy Paper indicated that 75 per cent of Amerindians, concentrated in the hinterland, still live in moderate poverty. Women constitute 50.2 per cent of the population (2012 National Census), yet their participation rate in the labour force is only 42 per cent. Since 30 per cent of households are headed by women, this disparity contributes to widespread poverty. Guyana ranks 124th out of 188 countries in the 2014 Gender Inequality Index.

4. Inadequate access to basic services is clearly illustrated by a weak health-care system, which particularly affects maternal health, especially in rural and hinterland communities. Maternal health was the Millennium Development Goal (MDG) that lagged furthest behind in Guyana, even though maternal mortality rates were reduced from 280 deaths per 100,000 live births in 2010 to 250 deaths per 100,000 live births in 2014. This is partly owing to severe capacity shortages in the health sectors resulting from migration, according to the MDG Acceleration Framework (MAF).[2] In addition, stigma and discrimination continue to affect access to and effective delivery of HIV-related health-care services, with high-risk groups in need of particular attention. Non-communicable diseases (NCDs) accounted for an estimated 67 per cent of all deaths in 2014, and the limited capacity of the National Commission on NCDs has inhibited its outreach to citizens, particularly those in rural/hinterland areas.

5. Guyana faces a number of challenges to increase economic opportunities for geographically and financially disadvantaged communities. Low investment in technology and innovation and high transaction costs have affected investor confidence and led to a low level of foreign direct investment. The limited strategic planning capacity of the Ministry of Business (MoB) also hampers the contribution of the business sector to the macroeconomic outlook of the country. The country ranked 137th out of 189 economies in the World Bank 2015 Doing Business Index. People in disadvantaged communities have highly restricted access to credit, which makes it difficult to set up new small enterprises. There is no specific policy for small and medium-sized enterprise (SME) development in

[1] Global Footprint Network 2015.
[2] Limited number of obstetricians/gynecologists.

hinterland communities: most places are off-grid, Internet connectivity is sparse and expensive, and existing SMEs cannot market their products owing to low quality, lack of market information, etc.

6. Guyana has limited institutional and human capacities and an insufficient regulatory framework to effectively manage and transform the natural capital wealth. This has resulted in loss of opportunities to translate such wealth into economic and social gains. An absence of land-use policy has fomented land-use conflicts between mining, logging and Amerindian communities, disproportionately affecting women and youth. While the aforementioned discovery of oil reserves could be beneficial to the country, there is no policy, legislative or institutional framework to effectively manage this emerging sector. Environmental degradation poses health risks to humans and ecosystems through the injudicious use of chemicals and wastes, such as high mercury levels found in affected areas in fish and humans, appreciably above World Health Organization (WHO) thresholds (2015 WWF Guianas report).

7. During the period from November 2014 to May 2015, the political situation in the country was very complex, which led to the prorogation of the National Assembly and early elections in 2015, resulting in a change of government after 23 years. The new Government is focused on improving its governance mechanisms, including decentralization to local government. After 22 years, local government elections took place on 18 March 2016, resulting in new municipalities and neighbourhood democratic councils. Constitutional reform has been prioritized to improve democratic governance and promote public participation but lack of access to public information makes such participation difficult. Some governmental policies with potential social incidence are not properly implemented, such as the case of youth, elderly, and female-headed households being underserved by a skewed housing policy. Weak social cohesion remains a challenge to be addressed (Minister of Finance budget speech, 2016), and citizen security is a growing concern for Guyanese society. Gender-based violence (GBV) remains a significant problem: according to the 2012 Caribbean HDR on citizen security, the country recorded the highest rate of GBV in the region: 17.3 per cent compared with a regional average of 11 per cent.

8. During the last programme cycle, UNDP successfully strengthened capacities of State and civil society organizations (CSOs) to enable access to financial/business services for underprivileged groups, to promote civic participation in key political decision-making processes, and to make progress in sustainable natural resource management. Some of the highlights include a new national financing mechanism that provided grants to 90 Amerindian communities for village economic projects. The formation of the Ministry of Social Cohesion (MoSC) in 2015 was influenced by past work done by the United Nations Development Programme (UNDP) with other partners in areas such as community youth initiatives and support to regional development councils/plans. Also, UNDP was chosen as a Partner Entity to the Guyana REDD+ Investment Fund for the implementation of the national Amerindian land titling project worth $11 million, resulting in the issuance of 21 land titles.

9. Among the lessons from the previous country programme was the value of a multidimensional approach by UNDP to arrive at the successful results by combining mechanisms and resources including: (a) effective partnership-building, (b) proven UNDP business processes, and (c) sound technical advice. Also, to ensure effective implementation of the country programme, UNDP used a proactive style with partners through regular quality assurance, spot checks, and monitoring and evaluation (M&E), leading to improved accountability and transparency. Many government ministries indicated that UNDP was the preferred development partner, particularly for technical

assistance since they often lacked capacity to absorb donor resources (Country Programme 2012-2016 Evaluation Report, or CPER), formulation of strategic plans and improved service delivery. A notable example is the upstream policy-level support leading to a strategic plan for the Ministry of Natural Resources (MNR), which now guides the work of several commissions and agencies (CPER, p. 28).

10. However, the country office also faced some significant challenges during the programme cycle, as observed in the CPER, whose lessons will be applied in the implementation of the new country programme. Some partners manifested insufficient implementation capacities due to a paucity of skills (within government and non-governmental organizations), among them those relating to institutional procurement capacity (with incidence in the timely implementation of some projects). Lack of statistics and insufficient data analysis impacted programme planning and measurement of progress (Country Programme Action Plan Annual Review Report, www.gy.undp.org). Moreover, the high turnover of staff at some partners led to delays and further limited technical capacity. It was also observed that projects centrally managed by the Government with competent existing capacity worked well, while those managed by subnational authorities, which often lacked capacity and ownership, frequently did not perform adequately.

II. Programme priorities and partnerships

11. The UNDP overarching strategy for Guyana is to advance human development and reduce inequalities. This is in keeping with the commitment of the recently elected Government to provide a good life to all citizens, structured via a number of strategic action lines. These action lines include eliminating extreme poverty, opening opportunities to the disadvantaged, uniting coastland and hinterland, enhancing citizen security and social cohesion, improving equity and quality in the delivery of primary health care, greening development (including through renewable energy in rural areas) and strengthening local democracy. In the new country programme, UNDP will provide support to many of those lines, working largely in the areas of poverty, governance and environment. It will build on a continuum for present areas of work that have proven successful (CPER) while adapting to the changing national circumstances, incorporating such new priorities as those relating to citizen security and extractive industries, based on demand from the Government. As drawn from lessons of the previous country programme, a key tenet of the new programme will be to maintain a focus on capacity-building with key ministries, subnational authorities and civil society for effective national implementation of programmes.

12. The United Nations system, jointly with the Governments of the Caribbean, decided in the course of 2015 to move from 6 United Nations Development Assistance Frameworks to a common United Nations Multi-country Sustainable Development Framework (MSDF). National consultations were conducted in 15 countries to ensure that the development challenges identified in the Common Multi-country Assessment are consistent with national development needs. Four key priority areas emerged that will inform the national and regional actions of the United Nations system and partners over the next five years: (1) a sustainable and resilient Caribbean; (2) a safe, cohesive and just Caribbean; (3) a healthy Caribbean; and (4) an inclusive, equitable and prosperous Caribbean. These national and subregional priorities were validated with 18 Caribbean governments and are fully aligned with the Caribbean Community (CARICOM) Strategic Plan (2015-2019), the SIDS Accelerated Modalities of Action Pathway, and the 2030 Agenda for Sustainable Development.

13. In line with the main approaches of the UNDP Strategic Plan, 2014-2017, UNDP will focus during the next five years on: (a) enhanced public health; (b) inclusive prosperity; (c) natural capital; and (d) democratic governance. The cross-cutting issues not only are part of

all the programme areas but also influence one another: quality data/information is the basis for effective, evidence-based development action by public entities or the citizenry, and gender mainstreaming will aim to empower and promote the agency of women and girls systematically across the interventions, particularly for Amerindian women and female heads of household in rural and hinterland areas. Specifically, the country programme is aligned with outcomes 1, 2, 3 and 5 of the UNDP Strategic Plan: (a) inclusive, sustainable development; (b) open and participatory governance; (c) basic services; and (d) disaster risk management. The country programme actions correspond directly to Sustainable Development Goals (SDGs) 1, 3, 7, 10, 13 and 16. Additionally, UNDP will support the Government with localization of the SDGs through the mainstreaming, acceleration and policy support (MAPS) approach in conjunction with the United Nations country team (UNCT).

14. UNDP will leverage the United Nations sister agencies as part of its multi-stakeholder approach. The UNCT will work closely with the United Nations Children's Fund (UNICEF), the Pan American Health Organization (PAHO)/WHO, United Nations Volunteers (UNV) and the United Nations Population Fund (UNFPA) to implement joint interventions such as those in maternal health or HIV/AIDS, and data collection (in the context of the United Nations MSDF). UNDP, also aided by the United Nations system and by other UNDP country offices in Latin America and the Caribbean, will continue to support South-South cooperation (SSC) as an important instrument in the delivery of the new country programme, particularly in initiatives linked to environmental management, indigenous empowerment and citizen security/participation.[3]

Area 1. Enhanced public health

15. The new Government is committed to tackle significant public health challenges faced by the country. While health is not a traditional area for the organization, UNDP will contribute to efforts in maternal health, HIV/AIDS and non-communicable diseases (NCDs). As part of a UNCT multisectoral collaborative effort for MAF implementation with PAHO/WHO and UNICEF, UNDP has been requested to assist the Ministry of Public Health (MPH) in sourcing qualified skilled health professionals through UNV such as obstetricians/gynecologists to staff maternal service providers.

16. Building on its focus on institutional strengthening for the equitable provision of HIV services, UNDP will work with UNFPA, UNICEF and the Joint United Nations Programme on HIV/AIDS (UNAIDS) to expand target groups to regional health service providers to increase their capacities to implement policies that facilitate accountability, transparency, and efficiency in service delivery. This will lead to improved coordination at the national and local levels to enhance equitable access and efficient use of available resources, particularly to reach key target populations. This initiative will be expanded to work with the National Commission on NCDs to also address the expansion of the provision of services in the areas of NCDs.

Area 2. Inclusive prosperity

17. The Government believes that medium-term growth depends to a significant extent on the application of pro-poor economic policies to ensure sustainable livelihoods, including the development and expansion of SMEs. The 2016 national budget includes as a key national priority the development of capacities for employment and income-generation for women, youth and Amerindians. UNDP will respond to those priorities through interventions aimed at entrepreneurship/livelihood capacities for those vulnerable

[3] Successful experiences in SSC during the previous country programme included the Guiana Shield Facility eco-regional platform, and rehabilitation of municipal markets with Chilean partners.

population groups, energy access for rural businesses and employment/market data availability.

18. In close collaboration with the Small Business Bureau (MoB) and the Ministry of Indigenous Peoples' Affairs (MoIPA), UNDP will support the implementation of entrepreneurship and employment programmes and the formulation of SME policies that contribute to providing more livelihood opportunities for indigenous groups as well as women and youth. For this purpose, it will involve NGOs and local businesses. Sustainability, new technologies and market inclusion will be emphasized in order to make new businesses stable, responsive to market demands and in harmony with the natural context, particularly in the hinterland.

19. UNDP will work to extend energy access to rural areas and the hinterlands, partly to support entrepreneurs and local businesses mentioned in earlier. It will engage with the Hinterland Electrification Company, Inc., Chambers of Commerce/Industry and various ministries to first make clean, renewable and affordable energy services available, then with hinterland enterprises to access these services. These decentralized, mostly off-grid services will enable some hinterland communities to receive electricity for the first time or to expand precarious existing power services – without which market integration for these SMEs is not feasible.

20. Limitations in data access/generation extend to the market sector; therefore, UNDP will support the Bureau of Statistics (BoS) in strengthening its capacities to generate comprehensive, quality and periodic data for employment and marketing, incorporating gender metrics, among other special factors. It will work with the Guyana Office of Investment in updating sectoral market analyses. These interventions will enhance opportunities for small businesses to penetrate markets at home and for export.

Area 3. Natural capital

21. Guyana has important potential to translate its natural wealth into a substantial driver of sustainable human development. Having provided considerable support to the natural resources sector, UNDP will focus its contributions during the next programme cycle towards gender-responsive, integrated natural resource management, new institutional capacities for the extractive sector, and proper technical and operational capacity for the management of waste and contaminants.

22. UNDP will support the MNR and other national partners to put in place legal and policy frameworks to advance on integrated resource management. For example, it will work with the Guyana Lands and Surveys, Guyana Forestry, and Protected Areas Commissions to extend the use of land-use planning instruments among regional and municipal authorities, including the introduction of measures such as gender-sensitive land titling. For this, it will also seek to engage CSOs such as Conservation International, the Guyana Conservation Society and Iwokrama International Centre for Rainforest Conservation and Development to provide technical expertise and participatory community methodologies.

23. The Government has requested UNDP to provide international best-practice guidance on management of the extractive sector, given the prospects for a large increase in offshore oil extraction. In collaboration with the MNR, it will build policy, legislative and institutional capacities for management of the oil and gas sector, including through SSC in areas of legal and regulatory frameworks (Ghana and Trinidad and Tobago), participatory and consultative decision-making processes (Peru and Brazil) and revenue collection and management (Azerbaijan and Mongolia).

24. UNDP will contribute to strengthening the technical and operational capacities of the Environmental Protection Agency, the Ministry of Agriculture and other natural resource agencies for the management of chemicals, wastes and contaminants. These hazardous substances affect Amerindian households disproportionately largely; besides educating people about avoiding exposure, some of the interventions will link to job-creation opportunities for the safe handling and disposal of these substances so as to promote the agency of Amerindian communities in reducing those health risks.

Area 4. Democratic governance

25. The approach of Guyana to good governance is based on accountability, social cohesiveness and citizen security, and it will likely include constitutional reform, which the Government has committed to pursuing in the near term. UNDP will provide its support to this area through strengthening institutional effectiveness and accountability, increased social cohesion, and access to information and communications technology (ICT) and e-Government services.

26. The Office of the Prime Minister requested UNDP to assist in a wide range of interventions aimed at institutional strengthening of official and non-governmental bodies for increased transparency, participatory mechanisms and effectiveness. Working with organizations that include Parliament, the Ministry of Public Security, Rights and Integrity Commissions, the Guyana Police Force, Transparency International Guyana and the Guyana Human Rights Association, UNDP will support: (a) compliance with human rights obligations; (b) enhanced access to public information and accountability mechanisms; (c) data collection/analysis to guide evidence-based citizen security actions; (d) prevention and addressing of gender-based violence; (e) housing policy development; and (f) planning/budgeting systems for local administrations. UNDP stands ready to support the constitutional reform process, for which it will make use of SSC through UNDP country offices and expert networks.

27. UNDP will work across the political spectrum to support the MoSC in order to develop a national social cohesion strategy and implement programmes thereunder. This not only contributes to immediate governmental objectives but will also provide UNDP with the possibility of orienting some of the programmes derived from it towards development issues targeted by the new country programme (such as socioeconomic interventions with Amerindian communities).

28. In collaboration with the e-Governance Unit of the Ministry of the Presidency, as well as the Ministry of Public Telecommunications and Tourism, UNDP will participate in a large new ICT-for-development initiative that is expected to be broad and include: (a) increased connectivity between the urban and rural areas, advancing economic opportunities through access to market intelligence; (b) enhanced political participation and public information; (c) reduced transaction and business costs in hinterland areas; and (d) increased educational opportunities.

III. Programme and risk management

29. The new programme is anticipated to grow to $36 million, a 42 per cent increase over the current programme of $25.3 million. Funding will come largely from the Government in areas where it is requesting support, such as extending ICT access nationally, which accounts for approximately $17 million. National implementation (NIM) will be the default implementation modality, with support from UNDP as needed. The programme will be nationally executed under the coordination of the Ministry of Finance (MoF). Other implementation modalities might be pursued to meet the demands of a scaled-up

programme, including with United Nations agencies or NGOs as well as direct implementation by UNDP.

30. The programme will be implemented following the principles of results-based management. Fast-track procedures for rapid response will be requested as needed. Compliance with social and environmental safeguards and standards will be ensured. Explicit exit strategies will be built into project design to promote sustainability.

31. The main risks for successful implementation of the programme are financial, operational and security-related. In order to manage financial risks associated with NIM, the country office will support the conduct of assessments of the harmonized approach to cash transfers (HACT) for implementing partners as well as apply the appropriate financial regulations and rules. To address resource mobilization challenges from traditional donors, the country office strategy will be redesigned, including partnerships with non-State sources and expanding Government cost-sharing, building on the successful experience under REDD+ Investment Fund. In collaboration with the United Nations Inter-agency Programme Coordination Group, the country office will examine opportunities for strategic partnerships with United Nations agencies and joint resource remobilization. In addition, charging direct project costs will likely be utilized in some projects, more so than in the past programme.

32. Operational risks including those relating to contract management for implementing partners will be managed according to the Programme and Operations Policies and Procedures (POPP). UNDP will strengthen capacities of implementing partners in project implementation, monitoring and evaluation, responding to one of the lessons identified in the previous country programme. Support will also be provided with respect to procurement processes where needed to ensure efficient project implementation. Country-office capacities will be enhanced by bringing in necessary expertise (social cohesion experts; programme management experts). UNDP will also improve programme-staff capacities in data and information management.

33. To mitigate risks posed by security conditions, such as heightened ethnic tensions, UNDP will work with the Government, in particular with the MoSC. Conflict-prevention strategies will be devised in collaboration with elected local and community leaders in order to foster an environment conducive to effective programming, which serves the interests of all parties.

34. The country programme is designed building on an issues-based programming approach from two complementary perspectives. One perspective is that of multidimensional work areas, which include (a) direct changes from capacity-building and institutional strengthening; (b) upstream policy advisory services and revision of legal frameworks; and (c) inclusive, participatory actions. The other perspective cuts across work areas, with the intention of generating systemic changes in relation to (a) governance measures (e.g., transparency and rights-based actions); (b) environmentally sustainable livelihood opportunities; or (c) improvement in the quality and frequency of collection of development data. To increase synergies across work areas, the country office will systematic .lly integrate more than one practice area into the design of projects.

35. The present country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountability of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the organization's Programme and Operations Policies and Procedures and the internal control framework.

IV. Monitoring and evaluation

36. There are substantial weaknesses in the production and quality of development-related data and information in Guyana. UNDP will work with the BoS to improve mechanisms/tools for the generation of and access to data/information. Data analysis will be mainstreamed into the overall UNDP programme. Moreover, in collaboration with the Regional Centre, SSC and triangular cooperation on information management will be promoted.

37. Indicators will be disaggregated to the extent possible, according to the most relevant criteria (gender, ethnicity, age, administrative region, etc.) at the output level and inform those at the MSDF outcome level. The gender marker will be used as a tool to monitor country programme expenditures to assure gender equity and sensitivity. The Guyana United Nations Inter-agency Monitoring and Evaluation (M&E) Group will support collective monitoring and reporting on the MSDF indicators.

38. In order to improve M&E competencies in the office, training for data collection, management and analysis will be delivered and new analytical tools will be introduced, as indicated in the previous section.

39. UNDP will use international sources of information, including its own (e.g., HDR); the statistical system of the World Bank, the Inter-American Development Bank and the United Nations; and sectoral resources such as the Global Environment Outlook. It will also draw on regional sources such as the Caribbean Development Bank and CARICOM.

40. Projects will provide most of the evaluation-related costs as outlined in the evaluation plan. Where possible, assessments and baseline studies will be conducted to inform programme/project formulation.

41. Finally, innovation in monitoring tools and processes will enhance data/information gathering and analysis. The introduction of technology will also enable innovative participatory processes through local real-time monitoring and/or targeted data collection using mobile devices, building stakeholders' capacities as appropriate.

Annex. Results and resources framework for Guyana (2017-2021)

National priority or goal: Enhanced public health

United Nations Multi-country Sustainable Development Framework (MSDF) outcome 1: Universal access to quality health-care services and systems improved

Related Strategic Plan, 2014-2017, outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.
Sustainable development goals: 1, 3 and 10

MSDF outcome indicators, baselines and targets	Data source, frequency of data collection and responsibility	Indicative country programme outputs (including indicators, baselines, targets, data sources and frequency of data collection)	Major partners, partnerships and frameworks	Indicative resources by outcome (in $)
Indicator: Percentage of births attended by skilled health personnel **Baseline:** 92% (2014) **Target**: 100% (2021) **HIV coverage**: 90/90/90 (age, gender, key groups) **Baseline**: ART coverage (n°, %) > 15 yrs. old: 4,121 (45%) 0-14 yrs. old: 174 (42%) **Target**: 90%	**Source**: Birth attendance records **Frequency**: Annually **Responsibility**: Ministry of Public Health (MPH) **Source**: All HIV service providers **Frequency**: Annual **Responsibility**: National AIDS Programme Secretariat (NAPS)	**Output 1.1. National and subnational institutions and organizations' capacities strengthened for the delivery of maternal health and related services** **Indicator 1.1.1.** Percentage of births attended to by skilled health personnel **Baseline**: 92 **Target**: 100 **Source, frequency**: MPH; annual **Output 1.2. National/subnational institutions and CSOs have systems and policies in place to deliver HIV and NCD services** **Indicator 1.2.1.** Number of new persons accessing HIV services at municipalities and CSOs, disaggregated by sex (Strategic Plan output indicator 3.3.1) **Baseline**: 0 **Target**: 1,000 (Men: 499; Women: 501) **Source, frequency**: NAPS reports; half-yearly **Indicator 1.2.2.** Number of new persons accessing NCD services at municipalities and CSOs, disaggregated by sex **Baseline**: 0 **Target**: (Men: tbe ; Women: tbe) **Source, frequency**: NCNCDs; yearly	**Government ministries** MPH **Government organizations** NAPS National Commission on NCDs (NCNCDs) **United Nations organizations** UNFPA UNICEF PAHO/WHO UNAIDS **Civil society** Faith-based organizations and CSOs	**Regular**: 662,000 **Other**: 1,150,000

National priority or goal: An inclusive, equitable and prosperous Guyana through the alleviation/eradication of poverty

MSDF outcome 2: Access to equitable social protection systems and quality services and sustainable economic opportunities improved

Related Strategic Plan, 2014-2017, outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
Sustainable development goals: 7 and 10

Indicator: Number of actionable mechanisms and policies aimed at decent-work creation and protection, the promotion of entrepreneurship, and the formalization and growth of enterprises.	**Source**: Ministries and line agencies **Frequency**: Annual **Responsibility**: Ministry of Business (MoB)	**Output 2.1. National and subnational institutions, private-sector and civil society capacities strengthened to deliver effective entrepreneur programmes to women, youth and Amerindians and develop related policies** **Indicator 2.1.1** Number of schemes to expand and diversify the productive base based on the use of sustainable production technologies in Amerindian communities (Strategic Plan output indicator 1.1.3)	**Government ministries** MoB (Small Business Bureau) MoIPA Ministry of Tourism and Telecommunications (MTT)	**Regular**: 662,000 **Other**: 5,834,000

Baseline: 1 **Target**: 9		**Baseline**: 5 **Target**: 8 **Source, frequency**: Ministry of Indigenous Peoples' Affairs (MoIPA) Annual Report **Indicator 2.1.2.** Number of Amerindian communities with institutional measures in place at the subnational levels to generate and strengthen employment and livelihoods (Strategic Plan output indicator 1.1.2) **Baseline**: 96 (2013) **Target**: 141 **Source, frequency**: MoIPA Annual Report **Indicator 2.1.3.** Existence of a policy framework for promotion of small and micro enterprises **Baseline**: No **Target**: Yes **Source, frequency**: MoB; annual **Indicator 2.1.4.** Number of Government-led schemes focusing on women, youth and Amerindian groups that promote and support development of export-quality products **Baseline**: 0 **Target**: 5 Amerindians groups: 3 Women: 1 Youth: 1 **Source, frequency**: Annual MoB surveys **Indicator 2.1.5** Number of new partnership mechanisms with funding for sustainable management involving local community organizations (Strategic Plan output indicator 1.3.1) **Baseline**: 0 **Target**: 4 **Source, frequency**: MoIPA; annual **Output 2.2. Business enterprises, especially in remote and hinterland regions, with increased access to clean, renewable and affordable energy** **Indicator 2.2.1.** Number of service providers offering clean, renewable and affordable energy services in hinterland communities. **Baseline**: 0 **Target**: 10 **Source, frequency**: Ministry of Public Infrastructure (MoPI); annual **Indicator 2.2.2.** Extent of charge in clean, renewable and affordable energy coverage by rural business enterprises (Strategic Plan output indicator 1.5.2) **Baseline**: 0 **Target**: 20% (households) **Source, frequency**: Annual business surveys	**Private sector** Guyana Manufacturers and Services Association **Government ministries** Ministry of Communities (MoC) MoIPA MoPI **Private sector** Hinterland Electrification Company, Inc. Private Sector Commission (PSC) Chambers of Commerce and Industry	

		Output 2.3. National Data Collection Agency is able to generate timely comprehensive data on employment and market **Indicator 2.3.1.** Number of employment statistics published yearly, disaggregated by sector, gender, population group and administrative region **Baseline**: 1 (2007) **Target**: 2 **Source, frequency**: Ministry of Finance (MoF); annual **Indicator 2.3.2.** Number of market analyses, by sector, that facilitate the export of products of small and micro enterprises. **Baseline**: 0 **Target**: 5 **Source, frequency**: Market surveys; annual	**Government ministry** MoB **Government organizations** Bureau of Statistics (BoS) **United Nations organization** ILO **Private sector** Bank of Guyana PSC	
National priority or goal: Natural capital – building a green economy				
MSDF outcome 3: Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources				
Related Strategic Plan, 2014-2017, outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change **Sustainable development goals:** 13 and 16				
Indicator: Extent to which competent national and subnational authorities are implementing integrated natural resource management guidelines Scale:[4] 1 = rarely 2 = partially 3 = largely **Baseline**: 1 **Target**: 3	**Source**: Line agencies and commissions under the umbrella of the Ministry of Natural Resources (MNR) **Frequency**: Annual **Responsibility:** MNR	**Output 3.1. Effective legal, policy and institutional frameworks in place for conservation and sustainable use of, and access to, natural resources (Strategic Plan output indicator 2.5.1)** **Indicator 3.1.1.** Number of legislative or institutional frameworks for natural resource management developed **Baseline**: 1 **Target**: 5 **Source, frequency**: MNR; annual **Indicator 3.1.2.** Number of validated, gender-responsive national/subnational land use plans developed and in use **Baseline**: 3 **Target**: 11 **Source, frequency**: Guyana Lands and Surveys Commission (GLSC), Land use and gender surveys; annual **Output 3.2. Capacity of Ministry of Natural Resources strengthened to monitor and enforce regulations in the oil and gas sector** **Indicator 3.2.1.** Number of policies, legislation, and institutional frameworks developed and approved for management of hydrocarbons **Baseline**: 0	**Government ministries** MNR MoF MSP **Government organizations** GLSC Environmental Protection Agency (EPA) Guyana Forestry Commission Guyana Geology and Mines Commission Environment Groups Conservation International Iwokrama International Centre Guyana Conservation Society MNR	**Regular**: 662,000 **Other**: 7,090,000

[4] Rarely: National and subnational institutions seldom have the capacity to implement the guidelines.
Partially: Limited capacities to implement the guidelines.
Largely: Adequate capacities to implement the guidelines.

		Target: 3 **Source, frequency**: MNR; annual **Output 3.3. Management capacities of EPA and relevant natural resource agencies over chemicals, wastes and contaminants improved** **Indicator 3.3.1.** Percentage of ozone-depleting substances phased out **Baseline: 10** **Target**: 35 **Source, frequency**: Reports to Montreal Protocol; triennially **Indicator 3.3.2.** Number of gender-responsive, coordinated institutional mechanisms that address management of chemicals, waste and contaminants **Baseline**: 2 **Target**: 15 **Source, frequency**: Ministry of Social Protection (MSP); annual **Indicator 3.3.3** Number of gender-inclusive job-creation schemes created through management of natural resources, ecosystem services, chemicals and waste (Strategic Plan output indicator 1.3.2) **Baseline**: 1 **Target**: 3 **Source, frequency**: MSP; annual	**Government ministries** Ministry of Agriculture (Hydromet Division) MoIPA MSP **Government organizations** EPA Pesticides and Toxic Chemicals Control Board	
National priority or goal: Building national unity through good governance				
MSDF outcome 4: Equitable access to justice, protection, citizen security and safety reinforced				
Related Strategic Plan, 2014-2017, outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance **Sustainable development goal:** 16				
Indicator: Percentage reduction in number of victims of intentional homicide per 100,000 **Baseline**: 0 **Target**: (under analysis) **Indicator**: Percentage reduction in the number of women and men reporting experiences of physical and sexual violence **Baseline**: 0 **Target**: (under analysis) **Indicator**: Level of public confidence in delivery of basic services **Baseline**: tbd (x% approval) **Target**: tbd (x+y% approval)	**Source**: Homicide reports **Frequency**: Annual **Responsibility**: Ministry of Public Security (MPS) **Source**: assault reports **Frequency**: annual **Responsibility**: MPS **Source**: Surveys of public services; reports of municipalities and Neighbourhood Democratic Councils **Frequency**: Annual **Responsibility**: MoC	**Output 4.1. Government and non-government institutions working on constitutional reform, fulfilment of human rights and local administration enabled for improved transparency, participation and effectiveness** **Indicator 4.1.1.** Number of constitutional reform entities supported for effective performance. (Strategic Plan output indicator 2.1.1) **Baseline**: 1 **Target**: 2 **Source, frequency**: Parliament of Guyana Annual Report **Indicator 4.1.2.** Number of operational government and non-government institutions strengthened to fulfil national and international human rights obligations. (Strategic Plan output indicator 2.3.1) **Baseline**: 0 **Source, frequency**: Universal Periodic Review reports; biennial	Government ministries MoC MPS Ministry of Social Cohesion (MoSC) Office of the Prime Minister Parliament Government organizations BoS Rights Commissions Integrity Commission GPF Civil society organisations Transparency International Guyana Guyana Human Rights Association	Regular: 662,000 Other: 19,700,000

		Indicator 4.1.3. Number of subnational governments/ administrations with improved capacity for data collection and analysis for enhancing citizen security **Baseline**: 0 **Target**: 3 **Source, frequency**: MPS; annual **Indicator 4.1.4.** Number of justice and security services in place to prevent and address sexual and gender-based violence (Strategic Plan output indicator 4.2.2) **Baseline**: 3 **Target**: 5 **Source, frequency**: Guyana Police Force (GPF); annual **Indicator 4.1.5.** National housing policy for enhanced citizen security developed and implemented **Baseline**: None **Target**: Under implementation (2021) **Source, frequency**: MoC; annual **Indicator 4.1.6.** Number of subnational governments/ administrations that have functioning planning, budgeting and monitoring systems (Strategic Plan output indicator 3.2.2) **Baseline**:5 **Target**: 20 **Source, frequency**: annual surveys of local government organs (LGOs) **Indicator 4.1.7.** Extent of SDG localization at the municipal level (policies and planning) from MAPS or other approaches **Baseline**: None **Target**: 25% of applicable SDGs in 25% of municipalities **Source, frequency**: annual surveys of LGO **Output 4.2. Policy for promoting social cohesion formulated and implemented** **Indicator 4.2.1.** Existence of a national social cohesion strategy **Baseline**: Non-existent **Target**: Under implementation (2021) **Source, frequency**: MoSC; annual **Indicator 4.2.2.** Percentage of Government social cohesion programmes implemented under the social cohesion strategy **Baseline**: 0 **Target**: 60 **Source, frequency**: MoSC; annual **Output 4.3. Citizens have increased access to Government services through ICT at the national and subnational levels** **Indicator 4.3.1** Number of unserved communities accessing ICT services **Baseline**: 0	Local Government Bodies Local Government Commission LGOs **Government ministry** MoSC **Government organization** Ethnic Relations Commission **Civil society** Faith-based organizations **Government ministries** MoC Ministry of the Presidency MTT EOU	

		Target: 10 **Source, frequency**: Annual ICT service surveys **Indicator 4.3.2.** Number of persons utilizing online Government services, disaggregated by sex **Baseline**: 2,000 **Target**: Men: 4,490, women: 4,510 **Source, frequency**: e-Governance Unit (EGU); annual		